



Optimization Of Employee Performance Of Regional Technical Implementation Units To Expedite Ship Departure Activities

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Abstract

This study aims to optimize the performance of employees of the Regional Technical Implementation Unit (UPTD) at the Kendal Crossing Port and find out the departure process of KMP Kalibodri Semarang at the Kendal Crossing Port. The research method uses a qualitative method approach. Data were analyzed by interviews, observations, documentation studies and literature studies. The results showed that the main objective of UPTD Kendal Crossing Port is to ensure efficient, safe, and appropriate port operations to the needs of port users and maintain the sustainability of port development. How to optimize the performance of UPTD employees at Kendal Crossing Port includes coordination, supervision, arrangement of transportation modes, and promotion.

Keywords: optimization, employee performance, Port of crossing

1. INTRODUCTION

The rapid economic growth in industry and trade in Indonesia has made the government issue Law Number 22 of 2009 concerning Road Traffic and Transportation (Nasution, 2017). In the Law, it is explained that Road Transport Traffic has a strategic role in supporting national development and integration as part of efforts to promote general welfare as mandated by the Constitution of the Republic of Indonesia Year 1945. The level of people's need for transportation and excess goods results in an excessive amount of carrying capacity and not following regulations (Nasution, 2017). The condition and condition of the road is not good makes the road become damaged quickly and the number of violations of

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excessive freight transportation is one of the causes of road damage. A passenger ship is a ship used for passenger transport (Zalacko et al., 2021; Supartini et al., 2022). To increase efficiency or serve a wider range of needs, passenger ships can be Ro-Ro ships, or for short scheduled trips in the form of ferries (Woxenius, 2012). In Indonesia, the company that operates passenger ships is PT. Pelayaran Nasional Indonesia, known as PELNI, while Ro-Ro passenger ships and vehicles are operated by PT ASDP, PT Dharma Lautan Utama, PT Jembatan Madura and various other shipping companies.

Kendal Crossing Port is a port specifically used for public transportation crossings such as heavy equipment vehicles, large trucks, medium trucks, small vehicles and motorcycles using Ro-Ro Ships or Ferry. Loading or unloading vehicles is carried out by roll-on roll-off from the ship through the ramp door or ship room door into the deck or ship room (Hansen & Hukkelberg, 2016). Kendal Crossing Port has one route, namely Kendal, Central Java - Kumai, Central Kalimantan. In this case, the Port has a big role for the community and also Public Transportation as a place to travel to Kumai, Central Kalimantan. Kendal Crossing Port is one of the transportation infrastructures that can support the trip to Kumai, Central Kalimantan to support passenger comfort while at the Kendal Crossing Port, so the port facilities provided must be per existing regulations and have the most complete facilities possible so that passengers have convenience and comfort when at the Kendal Crossing Port. Based on the description above, a study is needed that analyzes the problems and efforts to improve the performance of land facilities at Kendal Crossing Port. This research is expected to be able to provide solutions to existing discomfort problems to create good and comfortable services for crossing service users.

Kendal Regency is one of the industrial areas in Central Java Province and has a Crossing Port that is used to cross both passengers and public transportation (MIRZA DWI, 2022). Kendal Crossing Port has one route, namely Kendal - Kumai, Central Kalimantan (MIRZA DWI, 2022). In this case, the Port has a big role for the community and also Public Transportation as a place to travel to Kumai, Central Kalimantan. Kendal Crossing Port is one of the transportation infrastructures that can support the trip to Kumai, Central Kalimantan to support passenger comfort while at the Kendal Crossing Port, so the port facilities provided must follow existing regulations and have the most complete facilities possible so that passengers have convenience and comfort when at the Kendal Crossing Port (Riyanto & Setiadji, 2019). Based on the description above, a study is needed that analyzes the problems and efforts to improve the Performance of Land Facilities at Kendal Crossing Port. This research is expected to be able to provide solutions to existing discomfort problems to create good and comfortable services for crossing service users.





However, in ship departure activities, several obstacles must be faced by the Kendal Transportation Office such as the lack of awareness of passengers and Kernet drivers on public transportation who have not been vaccinated as a condition for boarding the ship according to Health Office regulations. So that this can lead to extending the time that has been determined and scheduled in the ship departure process so that there needs to be increased awareness from passengers and drivers of public transportation to better understand the requirements for boarding ships. In the process of departing ships are constrained by unfavorable natural factors such as rain which can hamper the departure process from the start of the file process, validation to checking vehicles (Wen et al., 2018). In addition, the inhibition of several factors can affect other processes and good optimization is needed (Rustina et al., 2022). Human Resources of this Regional Technical Implementation Unit have an important role in optimizing the departure process of the Semarang Kalibodri Passenger Motor Ship at Kendal Crossing Port. Given the importance of these problems, the author is interested in knowing about optimizing employee performance, management and passenger ship activities (Buchari & Basri, 2015). This research is different from other previous studies because it also examined the management process from the Shipping Agent to the ASDP and then to UPTD, then the performance is analyzed, and after analyzing the obstacles, a solution is given to optimize the performance of employees of the Regional Technical Implementation Unit at the Kendal Crossing Port in the departure process of KMP Kalibodri Semarang.

2. RESEARCH METHOD

The method used in this study is the Qualitative Research Method. Qualitative Research Method is a method that emphasizes more on aspects of an in-depth understanding of a problem rather than looking at the problem for generalization research. This research method uses in-depth analysis techniques, which examine problems on a case-by-case basis because the curative methodology believes that the nature of one problem will be different from the nature of other problems. The purpose of this methodology is not a generalization but a deep understanding of a problem. Qualitative research serves to provide substantive categories and hypotheses of qualitative research. Every research must involve an explicit, disciplined, systematic (planned, ordered, and public) approach to find out most appropriate results. Qualitative research is inductive in nature, and the researcher generally explores meanings and insights in a given situation (Mohajan, 2018).

The qualitative research method is called the new method, because of its recent popularity, it is called post positivism because it is based on the philosophy of post positivism. This method is also called the artistic method, because research is more artistic





(less patterned), and is referred to as an interpretive method because research data is more concerned with interpreting data found in the field (Sugiyono, 2018). According to Mohajan (2018), qualitative research is a type of research that explores and understands meaning in several individuals or groups of people derived from social or humanitarian problems. To find the results of this study, the researcher took several steps, namely data collection, data processing or data analysis, compiling reports and drawing conclusions. This process is carried out to obtain objective research results. The data collection process in this study was carried out by observation, interviews, documentation studies and literature studies. The place of research is the Kendal Crossing Port at UPTD Kendal Crossing Port Transportation Office whose address is Tambak, Wonorejo Kec. Kaliwungu Kendal Regency, Central Java, Indonesia 51372. The research time is between February – April 2023.

Primary data in this study were obtained from direct data from the main sources collected by researchers. Researchers conducted research at Kendal Crossing Port using data such as conducting interviews related to the main data data, namely: driver passenger list data documents, vehicle inspection documents, ticketing and ship departure processes. The secondary data that researchers collect is data about the ship departure process such as manifests (driver and passenger list documents), vehicle inspection documents, ticket price data, and crew lists. Data collection techniques in this study include interviews, observations, documentation studies, and literature studies. An interview was carried out by the Head of the Kendal Regency Transportation Office to recognize the process in the departure of KMP Kalibodri Semarang in terms of documents, and procedures until implementation in the field and 15 employees of UPTD Kendal Crossing Port Transportation Office. Direct observations were made on the research location, especially at the Kendal Regency Crossing Port where the process of getting in and out of ships was held. Observation data collection techniques are used to obtain data and facts in the field to determine ship departure procedures. Documentation studies are carried out by collecting documents carried out at the research site at Kendal Crossing Port such as documentation of the ship departure process, in addition to tracing the Kendal Crossing Port. The literature study technique is used to collect data by including data in scientific papers. The use of data in this scientific paper also supports valid data sources. By conducting documentation in the field related to the direct procedure of the KMP departure process. Kalibodri Semarang carries out previous documentation processes or old files related to the vehicle lashing process.

3. RESULT AND DISCUSSION

Kendal Crossing Port has one route, namely Kendal - Kumai, Central Kalimantan. In this case, the Port has a big role for the community and also Public Transportation as a place





to travel to Kumai, Central Kalimantan. Kendal Crossing Port is one of the transportation infrastructures that can support the trip to Kumai, Central Kalimantan to support passenger comfort while at the Kendal Crossing Port, so the port facilities provided must be according to existing regulations and have the most complete facilities possible so that passengers have convenience and comfort when at the Kendal Crossing Port. Performance of Human Resources of the Regional Technical Implementation Unit to expedite the departure activities of KMP Kalibodri Semarang cargo of Passengers and Public Transportation at the Kendal Crossing Port. UPTD (Regional Technical Implementation Unit) Port has an important role in the management and operation of Kendal Crossing Port. Here are some of the main roles of UPTD in Ports: Operational Management, Customer Service, Supervision and Arrangement, Planning and Development, Coordination with Related Parties, and Finance and Administration. UPTD is responsible for managing the day-to-day operations at Kendal Crossing Port, including ship scheduling, loading and unloading of goods, services to ships and crew, passenger handling, and operation of port facilities. UPTD Port ensures that operational processes run smoothly, efficiently, and by established standards.

UPTD Port plays a role in providing good services to port users, such as ship operators, shipping agents, and the general public. Customer service includes providing information, coordinating activities, handling complaints or problems, and meeting the needs of port users. UPTD Port is responsible for supervising activities at the port, including enforcement of rules and regulations related to safety, security, environment, and prevention of smuggling and other violations. UPTD Port is also involved in regulating the use of port facilities and ensuring compliance with applicable regulations. UPTD Port plays a role in the long-term planning and infrastructure development of Kendal Crossing Port. This includes determining infrastructure needs, capacity planning, improving facilities, procuring equipment, and developing ports by market demands and the development of the maritime industry (Šekularac-Ivošević, 2021).

UPTD Port collaborates with various related parties, such as port authorities, government agencies, security forces, health workers, and local community representatives. This coordination aims to create synergies, address common problems, and ensure operational sustainability at Kendal Crossing Port. UPTD Port is responsible for managing financial and administrative aspects related to the operation of Kendal Crossing Port. This includes budget management, payments, financial statements, personnel administration, and licensing administration. The role of UPTD Port may vary depending on the organizational structure and policies in each port. The main objective of UPTD is to ensure efficient, safe, and appropriate port operations to the needs of port users and maintain the sustainability of port development. Performance of UPTD (Regional Technical





Implementation Unit) Human Resources at Kendal Crossing Port for Passengers and Public Transportation 3 areas, namely Service Level, Operational Productivity and Safety and Security. In February observations in the field of service level activities with indicators of The waiting time of the ship for 30 minutes until the ship docks at the dock, in real terms is not always on time when the waiting time for the ship can even be more than 30 minutes or less than 30 minutes, while in the indicator The availability of facilities such as waiting rooms, ATMs, etc is still evidently lacking facilities such as ATMs that passengers usually look for to make money, Lack of availability of wifi and mobile networks. As for the indicator, the service time which is usually carried out for 5 hours in real time in the service of the ship departure process can sometimes be more than 5 hours due to internal factors such as lack of coordination and passenger delays. In the field of activity Operational productivity with the indicator The number of goods transported in real time sometimes the goods transported by the type of transportation exceed the load limit or overload of the transportation, on the indicator The number of ships served by 3 ships in a real departure that occurs is improper in one departure serving 3 ships sometimes 1 ship or 2 ships. In the indicator of the efficiency of the use of port facilities in real terms that occurs in the use of port facilities less optimized such as sabotage of facilities from several passengers. In the field of Safety and Security activities, indicators of accident rates in the process of departing ships in real-time during the ship departure process at the Kendal Crossing Port are very minimalist even almost non-existent. In the indicator of compliance with safety rules in real-time in the process of activities at the Port, compliance with safety rules at the Kendal Crossing Port is strictly obeyed by passengers. In the indicator of real preventive measures at the Kendal Crossing Port preventive measures such as accidents are greatly minimized.

In March observations in the field of service level activities with indicators of real port environment improvement at Kendal Crossing Port, UPTD HR every month improved the port environment. The indicator of real improvement of facilities and infrastructure in Kendal Crossing Port for improvement of facilities and infrastructure is carried out once a month such as improving the Port environment. Meanwhile, in operational productivity activities on the real ship schedule accuracy indicator for ship schedule accuracy at Kendal Crossing Port in a month 6 departures were carried out but in reality, there were more than 6 departures. In real equipment reliability indicators, equipment reliability is still lacking at Kendal Crossing Port in dealing with technical problems on ships. As for the speed indicator of handling problems in handling problems at the Port, sometimes in the process of handling it is less swift and responsive. In the field of safety and security activities, the real passenger order indicator in the process of departing the ship for passenger order still needs



supervision, sometimes there are still passengers who enter the wrong room or do not understand the requirements for boarding.

In April observations in the field of service level activities with indicators of the process of passenger service and public transportation in real-time in the process of passenger service and public transportation sometimes experienced an obstacle such as weather factors and internal factors. The operational productivity indicator with the real operating cost income indicator in operating cost income at the Kendal Crossing Port always reaches the target and even exceeds the target. The real Financial Management indicator for financial management at Kendal Crossing Port is very good so that it can achieve the target. In the field of safety and security activities with real anchorage environmental protection indicators to protect the environment of the Kendal Crossing Port at UPTD to guard and urge visitors to always protect the environment at the port. The following Figure 1 is a chart of performance optimization from this study.

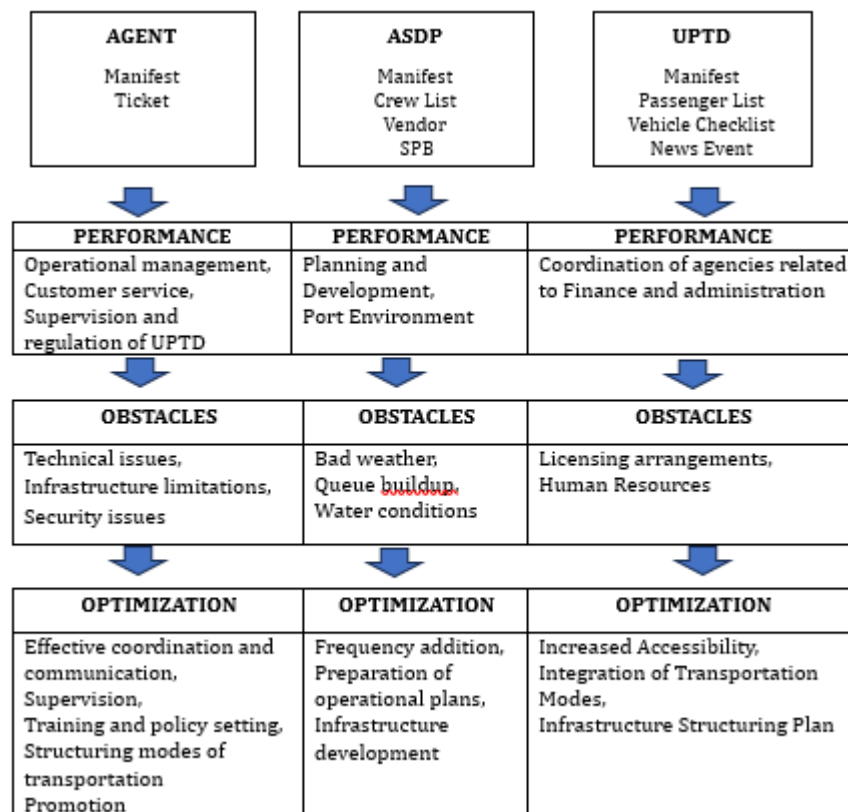


Figure 1. Optimization Of UPTD Human Resources Performance

Ways to optimize the performance of UPTD human resources at Kendal Crossing Port include coordination, supervision, arrangement of transportation modes, and promotion.



Coordination includes Effective Communication, Clear Goal and Role Setting, Periodic Monitoring and Evaluation, Information System Improvement and Training and Development. Supervision includes conducting Training and Qualification, Establishment of Supervision Policies and Standards, Utilization of Technology and Information Systems, Responsiveness to Violations and Events, and Collaboration and Coordination between Related Parties. Structuring Transportation Modes is carried out by conducting Needs and Demand Analysis, Integration of Transportation Modes, Accessibility Improvement, Proper Structuring and Infrastructure Plans. Promotion is carried out by preparing marketing plans, communication through various channels and content-based promotion while increasing the frequency of UPTD including conducting demand evaluation, resource availability analysis, operational plan preparation and infrastructure development. The following is an explanation regarding the optimization of UPTD HR performance at Kendal Crossing Port:

a. Coordination

To optimize the coordination performance of UPTD at ports, several steps can be taken. The following are some strategies that can help improve UPTD coordination performance at Kendal Crossing Port:

- 1) Effective Communication Good and effective communication is key to successful coordination. It is important to ensure that communication channels between UPTD and other agencies such as ASDP and relevant Agents and other stakeholders are open, clear, and efficient. Regular meetings, exchange of information in writing, and direct communication can help in strengthening coordination.
- 2) Clear Goal and Role Setting Each UPTD and related agencies should have a clear understanding of their objectives and roles within the coordination framework. It involves identifying the duties, responsibilities, and authorities of each party involved so that everyone can work with synergy in achieving the same goals.
- 3) Periodic Monitoring and Evaluation It is important to conduct periodic monitoring and evaluation of UPTD coordination performance. This can involve monitoring performance indicators, regular evaluations, and feedback from stakeholders. The results of the evaluation can be used to identify areas that require improvement and implement appropriate corrective measures. This monitoring and evaluation can be done during and after the departure process of KMP Kalibodri Semarang.
- 4) Information System Improvement Implementing an integrated and centralized information system can help in optimizing coordination. This system can facilitate fast and accurate exchange of data and information between UPTD and relevant departments, strengthen transparency, and facilitate informational decision-



making. Such as implementing a vaccine barcode scanning system in the lobby of Kendal Crossing Port.

- 5) Training and Development Training and development of UPTD staff in terms of coordination, time management, communication, and teamwork skills can help improve coordination performance. By having the appropriate knowledge and skills, staff will be more effective in coordinating with others (Wening & Purnomo, 2019). By implementing the above steps, it is hoped that UPTD's coordination performance at the port can be optimized, resulting in efficient cooperation, and increased effectiveness in the delivery of Kendal Crossing Port services.

b. Supervision

Supervision at UPTD (Regional Technical Implementation Unit) of ports is very important to maintain the security and safety of port users and prevent potential threats. Here are some surveillance optimizations at Kendal Crossing Port:

- 1) Training and Qualifications Security officers at UPTD ports must receive adequate training in security, including knowledge of security procedures, border control, hazardous cargo detection, emergency event handling, and first aid. They must have the appropriate qualifications and certifications for the security task at hand.

- 2) Establishment of Supervision Policies and Standards

It is important to establish clear and comprehensive supervisory policies and standards. This includes determining the priority of supervision, the types of activities to be monitored, and the evaluation methods used. Clear supervisory standards will help ensure consistency and effectiveness in the implementation of supervisory duties.

- 3) Utilization of Information Technology and Systems

The utilization of information technology and systems can help improve the efficiency and effectiveness of supervision. For example, the use of CCTV, online monitoring systems, or surveillance software can facilitate surveillance and monitoring of activity at ports (Muslim et al., 2022). The integrated information system can also be used to collect, analyze, and process surveillance data more efficiently at Kendal Crossing Port.

- 4) Responsive to Violations and Incidents UPTD ports must have clear and responsive procedures in dealing with violations or events that violate safety regulations or rules. A prompt and firm response to violations will increase the effectiveness of surveillance and signal that violations will not be tolerated during the ongoing ship departure process.

- 5) Collaboration and Coordination between Related Parties It is important to build close cooperation and collaboration between port UPTD and related parties, such as security agencies, port authorities, and other relevant government agencies. Good collaboration will enable the exchange of important information, joint monitoring of risks and suspicious activities, and more effective handling of emergency events. Such as cooperating with Polair to maintain the security of Kendal Crossing Port.
- c. Arrangement of Transportation Modes
- To optimize the arrangement of transportation modes at UPTD ports, here are some strategies that can be implemented:
- 1) Needs and Demand
Analysis The first step is to conduct an analysis related to the needs and demand for transportation modes at Kendal Crossing Port. This includes identifying passenger and cargo volumes, the type of transportation mode needed, and trends in transportation demand. This analysis will provide a solid basis for planning an effective structuring of transportation modes.
 - 2) Integration of Transport Modes
It is important to encourage integration between different modes of transportation at ports. Coordinate schedules and services between modes, such as between vehicle classes, so passengers and cargo can move between modes easily (Purnomo et al., 2022). Good integration will improve connectivity and efficiency in the transportation system at Kendal Crossing Port.
 - 3) Improved Accessibility Ensure good accessibility to ports by optimizing road networks, public transport routes, and other supporting means of transportation (Rustina et al., 2023). Also, pay attention to accessibility needs for people with disabilities. By improving accessibility, ports will be more accessible to passengers and public transport.
 - 4) Proper Structuring and Infrastructure Plan Based on the needs analysis, plan the appropriate structuring and infrastructure. This includes efficient passenger terminal planning, a well-organized public transportation field, adequate parking areas, good road access, and other supporting facilities. Well-designed infrastructure will facilitate the smooth flow of transportation at Kendal Crossing Port. By implementing these strategies, it is hoped that the arrangement of transportation modes at UPTD ports can be optimized, increasing efficiency, comfort, and safety for users of transportation services such as passengers and public transportation.



d. Promotion

For port promotion optimization, here are some strategies that can be implemented:

- 1) Marketing Plan Preparation Start by drawing up a comprehensive marketing plan for port promotion. This plan should include promotional objectives, target audience, key messages, communication channels, and available budget. A structured plan will help direct promotional efforts more effectively.
- 2) Communication Through Various Channels Use various communication channels to promote ports (Mira et al., 2019). This includes official websites, social media, brochures, print and online advertisements, presentations at industry conferences, and participation in related trade shows. Make sure your message is consistent and purposeful to reach a broad target audience. Promotion through social media such as Instagram and TikTok, internet platforms that are still trending such as making pamphlets and videos related to Kendal Crossing Port so that many passengers and public transportation enthusiasts.
- 3) Content-Based Promotion Use relevant and interesting content to promote the crossing port. These can be articles, blogs, videos, infographics, and other visually appealing content. Focus on the benefits, excellence and sustainability of Kendal Crossing Port in content. Share the content through online platforms to reach a wider audience By implementing the right promotion strategy, It is expected that the port can increase visibility, increase the number of service users, and strengthen a positive brand image in the maritime and logistics industry.

To increase the frequency of UPTD (Regional Technical Implementation Unit) ports, here are some strategies that can be considered:

1) Request Evaluation

By conducting an in-depth evaluation of service requests at Kendal Crossing Port. Review the number and pattern of passenger and cargo movements associated with the port. Identify whether there is an increase in demand or growth potential that justifies increasing the frequency of services.

2) Resource Availability Analysis

Review the availability of resources required to increase the frequency of the service. This includes evaluating the number of ships, the number of staff needed, supporting infrastructure and facilities, and operational capabilities at Kendal Crossing Port. Ensure sufficient resources are available before increasing the frequency.

3) Preparation of Operational Plan After ensuring the availability of resources, draw up a detailed operational plan to increase the frequency of services. Review existing





departure and arrival schedules, then identify possible times for increased frequency. Ensure operational plans can be implemented efficiently and without sacrificing service quality.

- 4) Infrastructure Development Review existing port infrastructure and identify whether there is a need for improvement or expansion to support increased service frequency. This may involve expanding terminals, increasing dock capacity and lengthening dock lines, increasing ship frequency or upgrading other support facilities. Ensure the infrastructure can handle the increased volume of services well. By implementing this strategy, it is hoped that the increase in port UPTD frequency can be carried out efficiently and effectively, taking into account the factors that affect the quality and availability of services at Kendal Crossing Port.

4. CONCLUSION

Based on research that has been conducted at the Kendal Crossing Port Regional Technical Implementation Unit, the following conclusions can be obtained: UPTD (Regional Technical Implementation Unit) is an implementing unit responsible for the management and operationalization of a service or facility at the Port. The main objective of UPTD Kendal Crossing Port is to ensure efficient, safe, and appropriate port operations following the needs of port users and maintain the sustainability of port development. Ways to optimize the performance of UPTD human resources at Kendal Crossing Port include coordination, supervision, arrangement of transportation modes, and promotion. Coordination includes Effective Communication, Clear Goal and Role Setting, Periodic Monitoring and Evaluation, Information System Improvement and Training and Development. Supervision includes conducting Training and Qualification, Establishment of Supervision Policies and Standards, Utilization of Technology and Information Systems, Responsiveness to Violations and Events, and Collaboration and Coordination between Related Parties. Structuring Transportation Modes is carried out by conducting Needs and Demand Analysis, Integration of Transportation Modes, Accessibility Improvement, Proper Structuring and Infrastructure Plans. Promotion is carried out by preparing marketing plans, communication through various channels and content-based promotion while increasing the frequency of UPTD including by conducting demand evaluation, resource availability analysis, preparation of operational plans and infrastructure development.





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